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MANAGEMENT TECHNIQUES AND THEIR APPLICATION IN LESS DEVELOPED AREAS WITH SPECIAL REFERENCE TO THE UAR EXPERIENCE

By Ahmed Fouad SHERIF, Ph.D.,
Director,
National Institute of Management Development,
U.A.R.

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MANAGEMENT TECHNIQUES AND THEIR APPLICATION IN LESS DEVELOPED AREAS WITH SPECIAL REFERENCE TO THE UAR EXPERIENCE

by
Ahmed Fouad Sherif, Ph.D.
Director, National Institute of Management Development, U.A.R.

I. Development and spread of modern management techniques:

1. Although the development of modern industry in advanced countries can be traced back over the last 200 years, the techniques used by modern industrial management can only be traced back to the early twenties. Work study techniques, and wage incentive systems were put into widespread practice in the early decades of this century. Production-line techniques and continuous production systems were also a twentieth century development. Marketing promotion and research have been largely adopted in the thirties. Morale measurement and human relations made their appearance in the inter-war period, while personnel testing and selection, job evaluation and accelerated supervisory training have been widely installed during World War II. The most significant developments in industrial relations, production planning and controllership techniques followed in the post-war years. Managerial planning, decision-making, quantitative techniques and management development came into practice in the early fifties. Indeed, the progressive adoption of modern management techniques in advanced economics coincided with the period of increasing drive for industrialization in less developed countries.

2. Management development has lagged behind the development of modern production techniques in industrialized countries, particularly where the application of the scientific method in management problem-solving is concerned. Apparently, there are no strong reasons; this time-lag could be avoided (nor does the same sequence of application have to be followed) in the case of newly industrializing countries. Deliberate measures for accelerating the application of these techniques might conceivably narrow down the gap, and even promise a comparative advantage for the late starters. The absence of the rigidities of the established organizations, strong union pressures and the possibility of developing a more integrated approach might facilitate this acceleration.

3. By contrast, the association of modern production technologies with the most rudimentary management techniques in newly established enterprises in less developed countries readily suggests that successful modernization in this connection involves a priori more than the direct transfer of universal methods. Most

of these "universal" techniques are being transferred under the turn-key contract; shifting the burden of work in the plant construction stage, testing and initial operations, well-established international companies. While the skills required for operating the plants can be readily imported and/or acquired, the installation of the corresponding management techniques involves more than that. The chief difficulties in the way of effective use of modern management techniques are to be found in the wide and complex field of managerial attitudes, motives, behaviour, aptitudes, educational and cultural backgrounds.

4. Modern management techniques, like production equipment, have been conceived, developed, or put into practice by leading managers or/ progressive entrepreneurs in advanced countries, who acted as sponsors of/some technique in response to specific problems pertaining to specific environemnt and conditioned by certain limitations. The first series of modern management techniques introduced by Taylor, Gilbeth, Gautt, Emerson and other scientific management leaders or efficiency experts were oriented toward faster production rates, method standardization for higher and more even quality, and labor-skill savings akin to the mechanical improvements introduced by James Kay, Hargreaves, Arkwright, Crompton, Cartwright and other earlier mechanical inventors.

5. Viewed against the environment of management in less developed countries, the successful application of most modern management techniques calls for considerable adaptation. Work study and productivity techniques seem to have been the first to spread internationally through the promotional efforts of international organizations. Useful as they are,. the partial adoption of these techniques might only increase the prevailing functions; resulting in inventory accumulation, excess capacities and ineffective market planning. Also, their orientation to labor saving, might run counter to the pressures, for expanding employment. The succussful introduction of these as well as other management techniques requires a lot of dovetailing, and an integrated approach based upon thorough understanding of the interrelations between various management functions and techniques.

6. The successful adaptation of these techniques is related to a multiplicity of factors operating on the capacity of management for assimilating new and more complex methods, and to the very methods of "transferring" them. Many variables are involved including the prevailing forms of organization, the Institutional framework, the education and sophistication of potential management personnel, etc.... In a real sense, the whole problem of modernization of management techniques is fundamentally one of management development broadly conceived. It is according to this conception that some of these partinent factors will be discussed in their bearing upon the possibilities of different functional techniques and against the background of the U.A.R. experience (1).

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(1) The report made use of results of a current field survey being conducted by the National Institute of Management Development (NIMD) under the title "Survey of Management Practices in Egyptian Industrial Enterprises." Relevant insights are to be found in NIMD series of research papers and Egyptian cases.

7. New forms of organizations are emerging and gaining the relative importance in the modern enterprise sector of many developing countries, while other conventional forms are declining in importance. In many developing countries, the expansion of the public sector through Nationalization or establishment of new public enterprises has invaribaly been associated with a profileration of public corporations, development organizations, mixed ownership and government controlled corporation. The tendency has been towards a departure from the conventional form of departmental organization, as public policy has increasingly recognized that this form of organization is not always suited to the efficient management of modern enterp rises. This growing recognition has been manifested in inducing some government departments to change over to public corporation to inject more autonomy in departmental organizations, or review government procedures and regulations bearing upon these departmental enterprises.

8. Conceptually, the emergence of these newer forms can be characterized as an induced separation between ownership and management. The owner-manager form of organization has been associated with a specific pattern of management behavior usually identified by low-volume, high-profit-margins, strong propensity for quick returns, high-dividend distribution; lesser inclination to maintain a stable work force, invest in training and developing professional high-level managers. In a real sense, these newer forms of organization conduce to a greater professionalization of management associated with a different pattern of managerial behavior. Emerging professional managers are more inclined to adopt the latest production technologies, the most modern plant and equipment; less conscious of short-term profit maximization and more inclined to reinvest particularly in longer-term projects. Also they have been found more willing to invest in the human agent, and more adaptive to governmental directives and controls.

9. The newer organizational forms represent a step forward in so far as they attempt to provide a successful balance between government control and management autonomy, which has so far been successful in very few cases. The profileration of these new forms is a manifestation of the diffusion of management function and departure from unilateral authority in decisions affecting product line, scale of operations, factory locations, manpower requirements, system of industrial relations; pricing and investment decisions. With such a diffusion in a state of flux, forces operate towards centralization of decision-making, reducing management autonomy, and encroaching upon traditional management prerogatives. Most of these pressures for centralization, conformity and unification of salary scales are emanating from bureaucratic traditions inherited by some of the late-comers. Although the ultimate equilibrium between established government agencies and newer forms of organization, will largely depend upon the development of management leaders capable of achieving and maintaining their autonomy, adequate measures of autonomy and decentralization are necessary prerequisits for the very development of these managers.

10. In most developing countries, the private sector has generated no or little surplus of high-quality management potential for staffing other enterprises. In some countries like UAR and India, well-established enterprises have virtually acted as training grounds for a sizeable number of potential top-managers, for newly established public sector enterprises Whenever, prosperous, large-scale, private enterprises exist, government salaries being significantly lower than top-management salaries in successful private companies, senior executives are difficult to persuade to work for the public sector. The inevitable outcome of this supply situation is that old bureaucracy constitutes an important source of top-managers recruitment with the inevitable risk of transferring old methods.

11. In less industrialized countries, importing modern management techniques, some of these techniques have seeped into local enterprises from some progressive foreign subsidiaries. Accelerated industrialization targets are to be attained mainly through developing national managers. However, importation of management techniques has lagged behind the importation of modern technology. The engineering studies and blueprints are prepared, with the help of foreign consultants and/or the very technical assistance of equipment manufacturers. But the transfer of related modern management techniques is rarely conceived as an integral part of the project. For few projects, usually to be presented for loans, some formal appraisal of management is made. Whenever the assurance as to management quality or adequacy is lacking, the development lender often proposes the hiring of an experienced general manager or a good part of the management team. For more complex management techniques, a management contract or a joint venture plus management-contract with leading foreign firms is often proposed.

12. Management in a less developed country has its own particular problems which might still differ from those of advance management in response of which these problem-oriented techniques have been developed. Also, management in most developing countries functions in an essentially unfavorable environment, to which managers have to adjust, improvise, provide solutions, and, in particular, compensate for those lacking facilities and services, which, in a developed country, are available and often taken for granted by their counterpart there.[2] As many management techniques are applicable only after some degree of adaptation, typical managers are called upon to resolve conflicts and maladjustments between received techniques and the prevailing environmental conditions and limitations.

13. Another feature of the process of assimilating modern management techniques is the tendency in many developing countries to accelerate the sharing of productivity gains. Manifold pressures including the revolution of expectations, demonstration effect of high mass consumption in advanced countries, growing power of unions, and greater international mobility of advanced social legislation, operate on new national governments acting as a third force in a system of Industrial Relations conducive to the more immediate and directed sharing of productivity gains. The expanded capacity of a "surplus" economy, a competitive economic

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(2) U.N. Management of Industrial Enterprises in Underdeveloped Countries.

organization and a buyers market have maintained the consumer sovereignity realsized in early industrializing countries through increased production and lower prices. Historical accounts of labour conditions in England in the early stages of industrialization as compared to current trends in developing countries testify the early tendency for labour sharing of productivity gains through protective labour legislation, minimum wages, profit sharing and the like. There are instances where management faces a situation very much similar to that previously faced by managers in industrial countries where the rising power of unions has pressured or even shocked management into better techniques. The only apparent difference is that the government is playing the dominent role, through distributive rather than collective bargaining measures.

II. Applicability of Production Management Techniques

14. Production management problems, in the process of industrialization are those involving a forced-pace change-over from primitive factory or artisan workshop to mass production systems involving highly mechanized and expensive plant. The transition specifically involves a shift from various types of intermittant production to continuous systems including, integrated assembly line, continuous flow processes and a high degree of automation. The transition almost amounts to forced introduction of production systems involving serious conflicts, maladjustments and inadequacies inherent in the economic environment. Conflicts between environmental conditions and requirements of newer systems, give rise to production management problems which can rationally be formulated in terms of which" production system would be optimal in terms of its requirements and of a set of environmental conditions ". Pragmatically, the problem is "how" to cope with the conflicts involved.

15. Although the installation of these advanced systems gives rise to problems of managerial rather than those of technical nature, this aspect of production management has been susceptible to some pattern of vertical disintegration, shifting this part of the function to foreign consulting firms and equipment manufacturers. Thus the problems of installation and initial operations are taken over by a foreign firm. Under different types of such management contracts, as well as under the joint venture arrangement, some diffusion in the performance of production management function is obtained. It amounts to some type of devision of labour in the performance of the complex functions associated with the introduction and operation of a new production system.

16. Local enterprise-managers are not completely relieved of their responsibilities for making basic decisions, such as plant capacity, selection of processes, etc., whatever type of sharing the work arrangement would be more feasible. Considering the longer lead time involved prior to the start of economical, smooth operations, the decisions mean long-term commitments on the part of enterprise managers.

17. The active participation of the enterprise managers with government and planning personnel has proved conductive to more realism and relevance in project selection and appraisal.

More often those directly involved in implementing the projects develop a greater measure of consciousness of the soundness of a new project, stress the feasibility, discount the less tangible social profitability criteria, and inject more concern for the probabilities of success. The recruitment of a top-management team at an early stage of project origination with a view to participate in the project-making, has proved, whenever possible, a more successful practice than handing over a final project for implementation at a later stage.

18. Most modern industrial enterprise managers coming from the ranks of engineers and technologists display a greater propensity for adopting refined scientific techniques in the area of production management. As the economics of continuous production systems get to be appreciated by top managemnt, new needs are discovered and a whole batt ry of new management techniques comes to be viewed as an integral part of the system. For example, the high fixed cost of stoppage induces the adoption of preventive maintenance, systematic procurement planning and inventory control. Quality control, product standardization and development techniques get to be incorporated in the tool-kit as a result of limited domestic markets. Production-minded managers get to appreciate the importance of other managerial functions, as well as their interrelationships. General management training allowing for a modicum of exposure to the logic and uses, rather than the mechanics, of these techniques is designed to reduce the possible delayed response to such an overall viewpoint.

III. Applicability of Marketing Management Techniques

19. In most industrial enterprises the production function is typically regarded as the major activity. To cope with the marketing requirements of new production systems, top management approaches need drastic revisions. Three approaches to marketing can be identified representing widespread concepts and attitudes, namely,

(a) The traditional trader's or the transaction's approach: Topmanagement concept of marketing is frequently an extension of the traditional trader's approach. This identifies effective marketing with maximising profit per transaction; taking advantage of price fluctuations, and shortages, regardless of the regularity of production schedules, the building up of long term market relations, a system of market communications, or a stable sales organization.

(b) The agents' approach: The sales function is delegated to whole salers, most of which confine their functions to transferring the goods physically from the producer to the retailer. Most wholesalers prefer to buy on a hand-to-mouth basis, allowing little regularity in production scheduling. Very limited feedback from the market to the enterprise manager is done by the whole saler, resulting in management being literally isolated from the market.

(c) The physical distribution approach: In a growing number of new enterprises, management is "forced" to undertake the marketing function, in view of certain difficiencies in the wholesalers system.

Management thinking in these cases has been centered upon physical aspects of distribution. The presence of excess capacity is not usually enough to pressure management into any form of sales promotion. The typical enterprise takes the demand for its products as given and does little to alter this demand. Further, where competition is present, few managers have any drive to increase their market share. Inevitably, management operates on the basis that production governs sales.

20. With these attitudes and approaches, enterprise managers are primarily concerned with plant operations, and they only come to recognize marketing problems under duress. (e.g., inventory accumulation, shortage of working capital, intense foreign competition, etc.) In addition to lack of appreciation for modern marketing techniques and basic marketing education, there are some significant environmental factors conditioning these attitudes. New enterprises established, in such stable industries as textiles and food processing, under tariff protection or those virtually operating in a seller's market, create situations that cause enterprise managers to feel that marketing is relatively unimportant. In some monopolistic or oligopolistic situations, the enterprise became domirant enough to either dictate the terms or set up its own sales organization. In the absence of competitive market, the government must somehow take steps to incorporate the marketing concept into the thinking of management, to devise new institutional arrangements and to substitute effective public controls for market regulation.

21. The extent of adoption of modern marketing management techniques, the organization of the marketing management function and the make-up of the management team, ascertain the state of marketing management in industrializing countries. For example, very few enterprises use sales forecasting as the basic for production scheduling. Under pressure of planning, supervision and authorities control, larger number of public sector enterprises are undertakings sales projections and estimates. More refined techniques of market evaluation and sales forecasting are being appreciated in connection with investments in new facilities or the development of new products. In newer industries where minimum economical size exceeds domestic market needs, "surplus" has to be exported. The difficulties encountered in disposing of a growing surplus brought home the notion that marketing is decisive for the success of new enterprises. It is increasingly realized that the starting management team ought to include a sales manager with professional marketing skills to avoid any marketing problems relegated to "post operative phase".

22. In some enterprises, the purchasing, selling and storekeeping activities are combined in one department, usually called the "Commercial Department." Typically, the sales manager or the commercial manager is below the production manager; thus, the marketing function is made subservient to the production function. Very few top executives in these enterprises started their careers in marketing or have had any experience in this field. In the recurring conflict between production and sales as to lot size, variety, product design and length of production run the conflict is rarely resolved in favour of the sales department. Under these conditions, the emerging professionally-trained sales manager has a basic job to do in converting top-management to the modern concept of marketing.

23. As the professional marketing man gets integrated into the top-management team, product development is increasingly accepted as a top-management responsibility. Delegating product research to government research organizations, looking abroad to new product standards designing products by imitation, and thus, divorcing product design from local market needs, all testify to the problems involved in incorporating product development as a function of top-management. This would also require systematic feedback information, exposing the local producer to some imported quality competition, enforcement of minimum specifications standards for export sales, quality-control agencies, and industrial research organizations. In many instances, government-forced price reductions and more liberal attitudes toward product research and advertising expenditures have conduced to the adoption of sales promotion and aggressive selling techniques.

IV. Applicability of Personnel and Industrial Relations Techniques

24. In envolving, adapting or modernizing the prevailing industrial relations systems in less developed countries, the government in most cases plays the dominant role. The requirements of continuous production systems in terms of a stable, fully-committed, highly-motivated work force are increasingly recognized. More pressing are social pressures upon governments to introduce, through legislation and administrative discretion, measures for employment stabilization. In some cases, these measures have reduced the incentive for improving productivity and introducing mechanization in ancillary processes. The presence of excess labour and high labour-costs seem to have generated a greater drive for expansion of production with the same work force. At times, lower prices for the consumer coupled with higher labour costs resulting from these institutional arrangements, have resulted in a situation of profit squeeze, depleting the funds required for new investments in expansion and modernization of equipment.

25. Top-managers are described as authoritarian in their relationships with subordinates. This particularly true of owner-managers on one side and the bulk of unskilled labour on the other. In the absence of government controls, management practices might approach a deliberate inducement to a high rate of turnover in this portion of the work force. Protective labour legislation has largely emanated in response to these practices with a view to attain a greater measure of stability through restricting management rights to fire, discipline, discharge and other "employment-reducing" prerogatives. The increasing awareness of human relations as practiced by modern management does not seem to suffice alone, or coupled with legislative and administrative pressure, in bringing about the modernization of management practices in this area. This suggests that it involves more than mere exposure to modern human relations practice. Many professional managers, bent on long-term organization-building; or less profit-conscious and more inclined to conform to government directives, tend to drift into a paternalistic pattern of relations. In few instances expanded labour welfare programs seem to have contributed to better industrial relations.

26. Work study and related work rationalization techniques, like other labour-saving and possibly employment-reducing devices, tend to generate labour opposition especially where there is a strong union. The government's role in cases of outright labour opposition can be quite larger than the traditional role in advanced countries, in that they have a responsibility not only to maintain industrial peace in such conflicts, but also to consider the fundamental questions of whether the introduction of these techniques is warranted; and, where rationalization is defensible, to assist in seeing that changes are carried out with minimum social distress. In many situations involving established industries going through a process of modernisation, the governments concerned have not been equipped to handle efficitively the change. Whenever an explosive management labour situation developed, the authorities stepped in only to police the situation, control the mob and limit the damage or violence. At times, many managers, facing a deteriorating labour-management situation have positively invited government intervention; recurrently relinquishing their autonomy in handling industrial relations problems. In less violent situations of labour sabotage, professional managers of public enterprises tend to disguise and supress the symptoms, until, they are forced out into the open. In many developing countries strikes are banned, in specific sectors or in the economy at large, the rationale being the nations inability to tolerate industrial strife. In any event, this, coupled with the compensatory measure like restriction of management right to lock-outs and stoppage, firing and discharging, etc., has not prevented work stoppage in newer forms and even inventing new names for strikes.

27. With increasing governmental controls, growing power of unions and the expansion of the public sector pressures arise for the adoption of more objective approach to the problem of justifying pay differentials. As enterprise managers get to learn about job evaluation techniques they readily accept them as a highly valuable addition to their kit of tools. In the UAR for example, some type of formal job evaluation in mixed and public enterprises is now almost universal. The general level of pay including minimum wages and ceilings for executive salaries is set by the government, and incorporated in the legislation, leaving the relative position of individual jobs, largely, to enterprise managers autonomy. The extension of the job evaluation technique to include professional job groups, a development introduced in newly industrializing countries, has been a recent development even in the U.S.A. This is perhaps, one area, where management in developing countries ought to start from where advanced management has only recently learned. The large-scale adoption of this technique has been hampered by many factors including the need for more basic education for top-managers, the inadequacy of outside consultants and the lagging recognition of need to win a larger understanding of job evaluation on the part of supervisors, employees and union leaders. Higher and middle management, while usually possessing a better grasp of the job evaluation concept, often fail to see it in true perspective with regard to over-all management objectives. An adequate background in the fundamental concepts of job evaluation is a major management training need.

28. By the same token, the introduction of modern personnel management techniques is closely related to development of the personnel function in management. The professional personnel director, representing a new viewpoint and new skills would have to gain his place as an effective member of the management team. The staff concept applied to the personnel director and the concept of human relations skills as an integral part of the training of managers and supervisors at different levels would have to be incorporated in management thinking.

V. Applicability of Modern Controllership Techniques

29. Modern controllership techniques used in planning and control present a recent departure of enterprise managers in less developed countries. Historical or financial accounting techniques tend to be assimilated first, with the initial push coming from profit taxation and company laws and with the larger corporate enterprises leading on. The modernization of legal codes and institutional practices generates a growing demand for the professional services of chartered accountants. Public enterprises run along departmental lines or as public corporations usually lag behind private corporations in developing a modern accounting system. Lacking the required measures of financial autonomy, the change over to modern techniques is often dependent upon the official realization of the inadequacy of traditional government accounting for the purposes of modern management. Transition is often associated with enterprise managers winning a greater measure of financial autonomy which has to be won rather than be granted. The aversion to accounting and financial data, beyond the requirements of the law is often displayed by top-managers coming from the ranks of engineers and technologists. Inevitably this could only be redressed through the development of well-rounded generalists educated, among other things, in the uses of accounting data for control purposes. The lack of familiarity with basic management accounting would naturally inhibit the engineer-manager in attemting to develop accounting as a management tool.

30. The symptoms of an undeveloped controllership function are manifold. There is the widespread tendency for average managers to conceive of accounting in terms of historical recording of financial transactions. At a subsequent stage, and under environmental pressures for greater cost conciousness, cost accounting and stock control are introduced. In few modernized enterprises the system of accounting is designed and installed with a view to provide the basic control information. When the initial management motive for developing an accounting system is mainly to comply with the requirements of credit institutions, tax legislation or company regulations, the adequate accounting basis for control is usually lacking. Under the circumstances, the typical owner-managers in small enterprises would, quite rationally tend to develop a minimum accounting system. The concept is maintained that accounting records need only be rudimentary and oriented to external uses in erroneous belief that this is more in line with secrecy safeguards and false economy notions. The professional manager in public enterprises and progressive private enterprises would be less reluctant to the installation of more elaborate systems. The end product, as observed in a number of cases, might

be the installation of a highly elaborate accounting system which is designed with no or little regard to managerial control purposes.

31. Without educating top-managers in the potentialities of using accounting data for making day-to-day decisions, the proper design and the effective use of a management accounting system are not assured even when professional accounting organisations are adequate. In some developing countries like UAR, India, Chile, for example, professional accounting skills ranging from a book-keeper to a full-fledged accountant can hardly be described as one of real shortage. The modern controller, however, as an effective member of the management team, requires a broader background than that of the specialist accountant as currently produced by existing commerce colleges and schools and practicing institutions. In addition to prior accounting, this would have to cover, related fields of finance, statistics, organization and decision-making. To develop into a controller, a professional accountant should grasp the function of controllership as related to these areas and acquire the skills to perform as a member of the management team.

32. In some countries, formal budgeting techniques are in use only in government departments and departmentally-managed enterprises, while others confine themselves to the end-of- the-year balance sheets. With the growth of the public sector, the growing acceptance of national accounting and comprehensive plan - ing, a larger number of public and mixed ownership enterprises are adopting budgeting techniques. Through decrees, directives, requests from planning authorities, follow-up forms coupled at times with training and consulting, modern enterprises are both installing budgeting systems and adopting their information systems for public control purposes. Procurement budgeting in terms of foreign exchange requirements is one of the first areas of systematic budgeting appreciated by government agencies. In the absence of objective and acceptable budgeting techniques in situations of shortage and control, the enterprise manager is always tempted to build up reserves, inflate his requirements, and operate in terms of safety factors,contrary to the rational principles of inventory control. Another area of significance is that of credit budgeting. Systematic credit budgeting might actually economize cash needs and reduce the credit requirements or improve the terms on which credit is made available. Central credit budgeting based upon credit budgeting at the enterprise level might help reconcile the necessity of creating credit to meet growing financial needs on the one hand, and of achieving a reasonable price stability on the other. It can also enhance the effectiveness of banking services and assure an adequate response from financial institutions to enterprise financial requirements.

VI. Contribution of Management Training to the Modernization of Management Techniques

33. Evidently the application of modern management techniques in less developed countries is largely a problem of training and developing professional managers. First and foremost, it ought to include the social, organizational, and institutional obstacles to the development of effective enterprise managers.

It would also include the absence of incentive to learn and adopt more complex or new techniques. This might be traced to the increasing subordination of enterprise managers to central direction and control, which inevitably leads to a habit or an attitude of expecting major decisions to be taken by central authori ties, and to a corresponding lack of responsibility and initiative except in the strongest minded, Individuals who might be willing to pioneer new methods are often thwarted by resistance/ to change and reluctance to join in a departure from beaten paths. Schools and
Universities of most developing countries stress the encyclopaedic and purely academic aspect of education, rather than skills and independant solution of new problems. Further, occupational preferences do not favour the choice of management as a career.

34. Inevitably, the role of government in accelerating the modernization of management techniques is many-sided. It calls for ingenuity in divising measures for influencing deep-seated attitudes, values, and preferences. It necessitates fundamental educational reforms, and requires the generation of a national management movement. The role of government in intiating and accelerating the modernization of management techniques needs to be stressed. It includes the use of legislative and administrative rules and regulations in including the troduction of new techniques. It could also use tax incentives to facilitate expenditure on training, research and related activities, or the direct subsidization of these services. More direct involvement is often called for through government sponsorship of productivity, vocational training centres, management development institutes and professional schools of business administration. These are only some of the measures to be incorporated in an integrated program for management development.